



**Special Committee on
Accountability in Workforce Investments
MEETING NOTICE**



Lawrence Gotlieb
Chair

Christine Essel
Vice Chair

**CHARO Community Development Corporation
4301 East Valley Boulevard
Los Angeles, CA**

**June 15, 2006
12:00 – 2:00 PM**

Arnold Schwarzenegger
Governor

Brian McMahon
Executive Director

Agenda

1. Welcome and Opening Remarks

- **Kirk Lindsey, Chair**

2. Action Items:

- **Approval of March 23, 2006 Meeting Summary**
- **Approval of One-Stop Certification Draft "Basic Resources Guide" and workgroup recommendations.**

Updates:

- **Presentation on One-Stop Career Center Cost Study**
 - **Beverly Odom, CWIB**
 - **Steve Saxton, EDD**
 - **Rick Moore, CSU Northridge**

3. Discussion Item:

- **Capacity Building and Technical Assistance for Local Boards**

4. Public Comment

5. Next Steps

6. Other Business that May Come Before the Committee

Meeting conclusion time is an estimate; meeting may end earlier subject to completion of agenda items and/or approved motion to adjourn.

In order for the Special Committee to provide an opportunity for interested parties to speak at the public meetings, public comment may be limited. Written comments provided to the Special Committee must be made available to the public, in compliance with the Bagley-Keene Open Meeting Act, §11125.1, with copies available in sufficient supply.

Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the California Workforce Investment Board staff at (916) 324-3425 at least ten days prior to the meeting. TTY line: (916) 324-6523. Please visit the California Workforce Investment Board website at <http://www.calwia.org> or contact Ray York at (916) 324-3369 for additional information.

California Workforce Investment Board
Accountability in Workforce Investments Committee

Date: March 23, 2006
Place: East End Complex
1500 Capital Mall
Conference Room, 72-165
Time: 10:00 AM to 12:30 PM

Meeting convened at 10:10 AM by Chair, Mr. Lindsey

Member in Attendance: Jerry Dunn, James Shelby, Kirk Lindsey, Cynthia Amador, Gayle Pacheco, and John Hooper.

1. Welcome and Opening Remarks

The task today is to continue to move forward with the Cost Study, to learn what is happening with the One-Stop Certification process and to understand what the other State Board Special Committees are currently working on. Finally, we will look at where we go from here.

2. Action: Approval of November 10, 2005 Meeting Summary

Chair called for approval of November 10, 2005 Meeting Summary.

Motion, James Shelby

Second, Gayle Pacheco

By voice, Meeting Summary notes accepted.

3. Update:

- **Cost Study Activities**

Ray York, Committee Staff Lead, updated the committee on the current activities associated with the Cost Study.

- ✓ Staff revised the existing work plan based on meetings with the contractor. Note that on the work plan, the timeframe moved forward by one-month as staff and the contractor resolved the legal and confidentiality issues. Each of these concerns is now settled and we expect the project to move forward following the attached work plan timeline. Additionally, staff associated with the Cost Study, met with Mr. Ken Euski, National authority on publicly funded agency cost study principles.
- ✓ We sent letters to all State Partner Agencies asking for their participation on the Advisory Group; we identified 10-15 partner agencies.
- ✓ The first case study will begin on April 3, 2006. This will become the pilot case study to resolve all of the unknowns relating to the Cost Study categories. This is the first of four in-depth cost studies associated with this project.
- ✓ Discussion centered on what is the Cost Study Criteria. Ray responded with the following information.
 - The project is looking for a good mix of local areas that reflect the CA system as a whole. Geography (North, South, Central Valley) along with size of local area (large, small, medium) is determining factors along with a good mix of partner agencies at the local level. We have over 12 local area sites that have volunteered to participate in the in-depth cost study portion of the project.

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- ✓ The Cost Study may show the strength of local Social Service and Economic Development efforts. One committee member encouraged the Cost Study team to consider the economic impact of the local area activities as the cost study moves forward. This economic impact could be an "out-lying" factor in the final analysis. Ray indicated they would bring this comment to the research team. Currently the research team is putting together the final criteria they will use in the analytical (final) phase of the project.
- ✓ The Chair recently attended the National Association of Workforce Boards meeting in D.C. and shared his perspective related to the Cost Study, based on the information obtained at the recent NAWB meeting.
 - No one agency has the WIA local area costs figured out.
 - A question we should ask of the research team, is how do you measure quality of life (QoL) issues associated with One-Stop Career Center participation? Ultimately the QoL questions could become the driver of information we learn. Associated with these comments another member indicated that we are losing a generation of males. The young African-American males who choose not to work within the traditional One-Stop system but seek workforce related services at the local area Community Based Organization (CBO) physical sites.
- **One-Stop Certification Activities**
 - ✓ Ray presented the work plan to the committee for their approval. There several factors that are driving the One-Stop Certification process at the current time. The factors are the CA State Legislature (SB 293 Ducheny), the President's Federal Budget for PY 07-08, and the text contained within CA's recently submitted WIA State Two-Year plan. In the Two-Year plan, we stated that we would go back and revisit the One-Stop Certification process for the CA local One-Stop Career Center systems.
 - ✓ This committee, at their last meeting, directed staff to reconvene the previous One-Stop Certification workgroups to review the Basic One-Stop Basic Criteria (resource guide). The workgroup met on March 16 2006 and will reconvene the week of April 17th to review the One-Stop Certification and to begin working on larger issues that will surface as we move forward with One-Stop Certification in CA.
 - ✓ The end product the work group will produce is a final version of the Basic Criteria and recommendations associated with One-Stop Certification. The recommendations will focus on the larger One-Stop Certification issues and will be ready for the next meeting of this committee, probably in June of this year.
 - ✓ Chair asked if we could blend the two products, Resource Guide and Recommendations into one product. Ray indicated we would do both and have the final product reflecting a blended document or package which ever is most appropriate.
 - ✓ Another member indicated that when the Basic Criteria document previously reviewed and discussed at the last committee meeting, the intent of the committee was to have the document reflect a positive tool, i.e., Resource Guide and not be heavy-handed. He also indicated that the committee had hoped to encourage local areas to adopt the One-Stop Certification process by providing some type of incentive.
 - ✓ John Bohart, workgroup leader, spoke to the committee regarding the committees' work. John indicated there were several One-Stop Certification items the State Board

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has previously approved and the work group will reexamine the previously approved criteria for their current validity. The state level workgroup needs to have an open discussion on the appropriateness of previously approved Board actions. This may include new recommended actions for the One-Stop Certification Process.

- ✓ The committee directed an open-ended question to John, "Do we have the right mix of State and Local level partners to blend the previous actions of the Board if needed"? John responded by indicating we will need to look at both the present time issues, the resource guide concerns, along with the previous board actions to develop a workable product for this committee's action. We must use the approved framework but we can "tweak" it to make it useable.
- ✓ Finally, the chair indicated that any products, including recommendations, must provide for accountability. This is the charge of this committee.
- ✓

Several members of the committee were not familiar with the SB293. SB 293 is the CA version of State enabling WIA legislation. Much discussion took place related to its content and applicability at the current time given that the Federal level WIA-enabling legislation was different than the Ducheny Bill, SB 293. Committee members expressed concern that the Board was not aware of the bill, what is the Board's position on the bill, can we lobby Ducheny on the bill, etc.

SB 293, in the current form, reflects the current WIA legislation. The proposed WIA legislation that is before the US Senate changes the federal perspective. Therefore, State Board staff is watching the Ducheny bill. Ray also indicated that according to a recent conversation staff had with Ducheny's office, Sen. Ducheny expects to move forward with the bill. Ray indicated that staff has prepared an overview of the bill and will send the text of the bill, existing legislative analysis done by both or either houses, and the State Board overview of SB 293 to each of the committee members.

4. Discussion Item – Briefing on Work of Special Committees

Business and Industry Committee – Briefing by Teresa Gonzales, Lead Staff

Ray York introduced Teresa to the Committee

- ✓ Purpose of the Committee is support the workforce needs of Business and Industry in CA, Identify and incorporate high-wage-high-growth jobs into career-oriented service strategies, maximize promising practices information, and support California's small businesses.
- ✓ Work to date has included the following:
 - Adopt a Business Services Mission Statement,
 - Share with local areas what other local areas are doing,
 - Use the EDD/WID Local Guidance Planning information to provide guidance to local areas on how to use and provide the appropriate business services for their individual local areas.
 - The Business and Industry Committee will establish a basic level of business services. This menu of business services will be incorporated into the Basic Criteria/Resource Guide document the Accountability Committee is working on.
 - Two surveys done to date to obtain the business perspective on the One-Stop system.

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- California Economic Development Association survey done to identify how local economic development professionals interact with the existing local boards.
- California Manufacturer's and Technology Association to understand the awareness level local area manufacturers and how they use the local One-Stop Career system.
- ✓ Committee will continue working on identifying state level resources and will share best practices with all local area.
 - Discussion focused on the following concepts; keep an open focus on best practices, consider the concept that when economic development is successful, local areas will need to develop strategies to infill jobs as people move up and into better jobs. Need to coordinate information gathering with local partners.
- ✓ Continue to develop State-Level partnerships.
- ✓ Will soon begin work on how to link the One-Stop system in order to promote high-wage, high-growth occupations in CA.

Targeted Resources Special Committee – Briefing by Daniel Patterson, Lead Staff

Ray York introduced Daniel to the Committee.

- ✓ Dan discussed the current focus of this committee's work, which is to target resources that have the greatest impact on programs and services. The group is looking at making the wisest investments into the whole One-Stop System. This includes developing State-level partnership that reflect local efforts. One of the two items this work group is working on is to understand how categorical funds drive partner services and to reduce duplication within the One-Stop Career Center system.
- ✓ The major focus right now is to look into ways that minimum wage workers can move into an upward mobility status versus remaining locked into the minimum wage occupation.
 - This committee will weigh into servicing this population by coordinating services with all One-Stop partners. Currently the committee is working on developing a project using The Governor's WIA 15 % Discretionary Funds that will provide occupational skill training for minimum wage workers. Using partner resources, the full complement of supportive services will be offered to allow workers to stay employed and simultaneously work on upgrading their current skills so they may move into an occupation with upward mobility. Sector Initiatives are being discussed with a heavy commitment from Businesses within the selected industries. One of the sectors showing the most potential is the goods movement sector. One of the major tasks of this committee is to connect the workforce system with the Community College system to improve upward mobility course offerings.
- ✓ Finally, the committee will undertake a strategic planning session at their next meeting to prioritize the work of the committee.

Lifelong Learning Special Committee – Briefing by David Militzer, Lead Education Consultant

Ray introduced David Militzer to the committee.

Focus of this committee's work is to promote workforce and education collaborative at the State Level and to Improve State Coordination to serve At-Risk Youth.

- ✓ One of the first tasks of this committee was to achieve a common understanding of what workforce and education collaboration meant to the workforce system. Thus, this group

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decided to adopt a vision statement that would reinforce the workforce and education collaboration. The Vision Statement was presented to the State Board at the May meeting and was adopted.

- Using the EDD/WID Local Planning Guidance tool, this committee is working on developing guidance that will provide local boards with written tools to further their inclusion of life long concepts into the local area service delivery strategy.
 - ✓ The second piece of work this committee is working on is to improve State coordination to better serve at-risk youth within the One-Stop system.
 - One of the primary tasks associated with improving services for at-risk youth is to strengthen Career Technical Education Opportunities with the Community College system.
- One the most promising trends is to blend WIA funds, using Local WIB involvement with Community College funds to bridge to the employment needs of at-risk youth. In this type of blended service funding, no one agency will own the student, rather all players' own students and subsequent outcomes of student participation. A board member indicated that education was not working. A committee member indicated there was a need for both the ETPL and BPPVE involvement for this type of work.
- ✓ Mr. Militzer indicated the Life Long Learning Committee would also do some strategic planning at their next meeting to prioritize their work.

There was some limited discussion but due to time constraints, the chair thanked Mr. Militzer and directed a specific question to each of the committee leads.

Mr. Lindsey indicated that accountability was the focus of this committee and requested that each committee explain if the individual Special Committee was developing their own accountability criteria or whether this committee, Accountability, would be required to implement some type of accountability standards for their respective committees. To further his point, Mr. Lindsey explained to the respective Staff Leads, the Accountability Committee would focus on the higher-level One-Stop System Accountability issues.

Business and Industry responded they had their own accountability structure they will use. Targeted Resources indicated they are working on their own accountability standards. Life Long Learning indicated they would build in accountability standards as they move forward.

5. Discussion Item – Short and Long-Term Goals

Mr. Lindsey asked Ray York to explain how the Long and Short Term goal setting would work. Ray responded that at the next Committee meeting in June (when there is more time) he would brief the committee on how the Strategic Planning .process could be implemented. We can roll the next item this committee wants to work on 8into the Strategic Planning document.

Mr. Lindsey indicated that this committee needs to focus on looking at things (accountability issues) that no one else is looking at.

At this time, Mr. Lindsey inquired of committee staff where we were on getting the final report from UC Davis regarding the WIA Evaluation Report. Staff responded that we expect to receive the final report in April of this year. Mr. Lindsey requested that this committee look at the whole report. He asked Ray to send out the preliminary reports to the committee members and when the final report is in to forward the document to each Accountability Committee member.

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6. Public Comment

No public comment was received.

7. Next Steps

Next meeting will be in June. Shelly will poll the committee in May for a June Meeting date. Cynthia Amador, on behalf of CHARO, will host the next meeting in Los Angeles.

Ray will follow up with providing the SB 293 documents to the Committee members. Ray will also provide the UC Davis WIA Evaluation Reports to each committee member.

8. Other business that may come before the Committee

None

Adjourned at 12:31 PM.

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The California One-Stop Career Center Certification Process Policy Framework

Developing and implementing a voluntary State One-Stop Certification system in California has been a shared goal of both State and local One-Stop partners since the enactment of the Workforce Investment Act of 1998. The California Workforce Investment Board (State Board) formally began work to develop such a system in late 2001. State Board and State partner staff collaborated over the next two years to make a voluntary certification system a reality, with the State Board approving the elements of the system.

Guiding Assumptions:

Following are the guiding assumptions that were used in developing the One-Stop Certification policy framework:

- Local flexibility and control should be preserved;
- Basic criteria that were identified through historical, collaborative One-Stop Certification efforts, and that are being used in local certification processes, should be incorporated to the extent possible;
- The State Board should develop and use the process in a manner that provides leadership, technical assistance, and even future investment to Local Boards in their efforts to continuously improve their One-Stop systems and centers;
- The process should be a voluntary or cooperative one that does not require State legislation to be implemented;
- The application and validation processes should not be overly burdensome to Local Boards and should, to the extent possible, not conflict with certification processes Local Boards are already using;
- The process should blend basic criteria that reflect the essential characteristics of One-Stop systems and centers with quality improvement in the systems and centers;
- The process should allow for the collection of information necessary for partners and policy-makers to effectively understand and describe the statewide One-Stop system;
- The process should provide meaningful incentives to stimulate Local Board participation and to reward innovation; and
- The process should provide a platform to assist the State Board and Local Boards in effectively marketing the One-Stop system.

Policy Framework:

The policy framework includes seven policy components that provide general direction for a certification process anchored by basic criteria. The State One-Stop Career Center Certification Process will:

- ***Be Two-Tiered***

Local Boards, some of whom have already instituted certification processes, will be responsible for certifying their local One-Stop centers. Local Boards will develop and use their own certification processes, as long as the State-approved, basic One-Stop criteria are

incorporated. When a Local Board's certification process is completed, it will submit a simple application to the State Board for State certification of its One-Stop system. The application procedure will include a list of all One-Stop centers that the Local Board has certified, a description of the Local Board's certification process, and signed Local Board assurances that the local system and its listed One-Stop centers have achieved the State-approved basic criteria.

- ***Be Voluntary***

State One-Stop certification will be a voluntary process. Among the reasons for this are recognition and support of the diversity within the statewide One-Stop system (One-Stops designed to conform to community standards/needs, as well as those of the State), the fact that some Local Boards have already instituted certification processes of their own, and the probability that it would require State legislation to mandate unique State standards beyond what is in federal law. In order for a voluntary process to be effective, however, it must include strong and meaningful incentives for participation, and methods for validating information and providing technical assistance.

- ***Be Based On State-Approved Basic Criteria***

The State Board approved basic criteria for One-Stop systems and centers include a blending of requirements from federal law (such as accessibility provisions) with preferred objectives, or quality standards, unique to California (such as evidence of business services appropriate to the community). Local Boards must apply State-approved criteria in their certification processes, and may add local criteria of their own.

- ***Be Based On Incentives***

The State Board will recommend the use of specific incentives for One-Stop certification (see Attachment I). The incentives that are used must be strong enough and meaningful enough that Local Workforce Investment Boards will want to participate. Incentives may range from financial awards, to rewards for excellence, to technical assistance, and marketing. An example is the development and use of a State One-Stop brand, logo, or identifier that can be used to identify and market certified One-Stops throughout California.

- ***Be Ongoing***

Local Boards may submit amendments to their certification applications at any time in order to report improvements; to add, replace, or remove One-Stop Operators and/or One-Stop centers from lists; or to otherwise reflect changes in the system. Certifications will be renewed according to the cycle of the State and local workforce investment plans (currently two years).

- ***Offer Technical Assistance and Training***

The certification process will include the State's development and delivery of specific technical assistance (such as a certification technical assistance guide based on this policy framework and the basic One-Stop criteria) and training specific to developing and

improving local One-Stop systems and centers. Training may be delivered through a training-for-trainers mode or through on-line, distance learning.

- ***Use Simple, Peer-to-Peer Reviews to Validate the Local Board's One-Stop Certification process.***

The State Board will use simple sampling methodology to identify certified One-Stop systems and centers to be reviewed. The Local One-Stop Certification reviews will be conducted locally, with the involvement of State staff, by Local Board and One-Stop peers. Peer-to-peer reviews will focus on the accuracy and completeness of the evidence provided to demonstrate that the basic criteria have been met. When accuracy or completeness of evidence is insufficient, the State and the peer-to-peer network will provide technical assistance to the subject One-Stop system or centers.

Benefits:

A primary benefit to the State of the One-Stop Certification process is to better ensure consistent, quality One-Stop systems and services statewide. Other potential benefits of a voluntary State One-Stop certification process are:

- It provides State-level expectations and guidance for Local Board oversight of local One-Stop Systems;
- It can be a catalyst for ongoing discussions with local partners regarding key One-Stop services;
- State and local partners are provided a clear idea of what to expect from their participation in the One-Stop system.
- It provides a systemic baseline that can be used by both the State and Local Boards to assess local One-Stop systems and identify opportunities for improvement;
- It generates the information necessary to articulate and market the system to the private sector and to federal, State, and local policy makers;
- It allows for increased Local One-Stop Partner collocation,
- It ensures the One-Stop System is supportive of State and Local Board objectives; and
- It assists the State and Local Boards in efforts to improve services to businesses and job seekers through cost savings and administrative efficiencies.

Recommended One-Stop Certification Incentives

To encourage participation in the State Certification process, strong incentives should be made available to the Local Boards. Instituting a State One-Stop certification process will require some cultural change on the part of many Local Boards, as well as the devotion of effort and resources. Strong incentives can function as awards for Local Board participation and help defray the cost. Incentives are also an avenue for the State to increase its strategic investment in the One-Stop system.

Following are potential incentives that the State Board could recommend for development:

- Use of the State Certification Logo – Local Boards achieving One-Stop Certification would be authorized to display the State Certification logo in their One-Stop Centers once their application is approved.
- State Marketing Campaign – Local Boards participating in the State Certification process will be included in a statewide marketing effort aimed at increasing public awareness of the services available in certified One-Stop Centers throughout the State.
- Access to additional funding for marketing – The State could set aside a portion of 15% funds and use them to match local marketing funds. Participating Local Boards could request the State match funds for special marketing and outreach initiatives.
- Capacity building – State capacity building funds could be made available to those Local Boards participating in the State Certification process.
- Bonus Points on Requests for Proposals (RFP) – Local Boards participating in the State Certification process would receive bonus points on proposals submitted in response to RFPs issued by any State partner agencies.
- Governor's Recognition Award – Local Boards would be eligible for a special recognition award and an annual awards event.
- Discounted conference registration fees – The State could subsidize a reduced registration fee to participating Local Boards for their attendance at State and CWA sponsored events.
- Use of existing regional/local collaboration performance incentives – This part of the States required performance incentive expenditures to Local Boards could focus on quality business services.
- State technical assistance – The State could provide technical assistance to Local Boards in their efforts to develop and implement local One-Stop certification processes, and additional technical assistance to One-Stop centers having difficulty in becoming locally certified.

Draft Only

One-Stop Certification

Basic Criteria

**The California One-Stop Career Center Certification System Guide
A Tool for Local Self-Assessment**

Introduction:

The purpose of this guide is to bring all the policies and tools approved by the California Workforce Investment Board (State Board) into one reference for Local Workforce Investment Boards (Local Boards) who are responsible for overseeing local One-Stop Career Center (One-Stop) systems and certifying One-Stop centers. This reference includes basic criteria Local Boards could use in developing their own, locally based, One-Stop certification processes. Local Boards may add their own criteria to their certification processes in order to address their unique community needs.

The State Board developed this guide as a self-assessment tool and does not intend it to be used by the State to measure, rank, or score local One-Stop systems or centers. The guide is a continuous improvement tool that will assist Local Boards in their pursuit of quality One-Stop systems and centers. As such, the guide does not rely on, or apply WIA Title I performance measures, which are not indicative of the necessary mix of partners and services for a vibrant and relevant One-Stop system. Instead, the guide itself provides a framework for Local Boards to measure the success of their One-Stop systems and centers, considering local economies, unique community needs, necessary partnerships, and baseline starting points.

One-Stop Certification Objectives:

The primary objective of California's One-Stop Certification system is to establish that Local Boards successfully oversee the implementation of their One-Stop systems, using the basic criteria approved by the State Board. The certification of local One-Stop systems ensures:

- The establishment of a systemic vision and identity rooted in high quality services;
- The establishment of One-Stop System standards and guiding expectations for the operation of local systems and centers; and
- Continuous improvement that ensures the relevance of the One-Stop system to local communities and their respective economies.

Using the Guide:

Ultimately, the intent of this guide is to assist local areas in determining the preparedness of the local One-Stop systems in implementation of the One Stop Certification process, through their networks of centers, to deliver high quality employment and training services. In order to achieve that, Local Boards are encouraged to use this document to frame their local discussions related to One-Stop quality service. The basic criteria in this document outlines common characteristics, agreed upon by State and local partners, that define California's quality One-Stop systems and centers. Local Boards and practitioners benchmark their current approach using the guide, and discuss how each criterion applies within their own strategy and labor market environment.

Also, the application of the guide's basic criteria to the One-Stop system may be used to identify and focus their attention on areas of needed improvement. And from a statewide perspective, there may exist common patterns requiring further development and the State's focus with regard

to the One-Stop System. The end result should be a One-Stop Certification System that ensures continuous improvement and a statewide-shared goal of quality services for its customers and stakeholders.

**One-Stop Stakeholders Workgroup
Draft One-Stop Certification Basic Criteria**

Basic Facility Criteria

Facility Features
<p>Common Reception Area: When I walk through the door, I can quickly identify the place where I can ask questions. The environment is welcoming; the person greeting me knows all the services offered at the center and can help direct me to the right place to meet my needs, whether on or off-site. Staff is capable of greeting me in Spanish, English, or other language as significantly represented in my community, and accessible to individuals with disabilities.</p> <p><i>Evidence: A single place where customers register and receive answers to their questions. There are no other reception desks or sign-in points in the building.</i></p>
<p>Space for group services: There are class-sized spaces at the One-Stop Center in case I want to participate in a workshop. The space has four walls and a door so that the group activity does not interfere with other activities going on in the adjacent areas.</p> <p><i>Evidence: One-Stop centers ensure there are areas available for group meetings and services. Areas are equipped with moveable desks and chairs that can hold up to 20 people or more.</i></p>
<p>Private discussion areas: I may have personal issues I want to talk about with my case manager or counselor. There are private places we can go where no one else in the center can hear us.</p> <p><i>Evidence: At least one office space, with four floor-to-ceiling walls and a door, that can be used by any staff member as needed, without interrupting another staff person's personal office space or services to other customers.</i></p>
<p>Hours of operation: I know what days and hours the center is open for my use because the information is clearly posted as I enter the building, even if the center is closed. I know when I can come back and find it open.</p> <p><i>Evidence: Days and hours of operation are clearly posted that can be seen from outside the building.</i></p>

Expanded hours: I currently work during the day, but I really need a better job. The center makes it convenient for me to access services by providing additional hours of operation during the workweek.

Evidence: Posted hours indicate the resource area is open during workweek days and hours that meet the needs of the community.

Adequate parking: Parking is close to the center and well posted. The spaces closest to the building are for customers. If I'm disabled, there are clearly posted places for me to park¹.

Evidence: Customer spaces are closer to the building than "staff only" parking spaces, and there are an adequate number designated for "disabled" parking.

Public transportation: I cannot afford a car and must use available public transportation to get to where I need to go. In some circumstances, there is no public transportation available in my community.

Evidence: The One-stop Center location is sited with accessibility to available public transportation. When available, public transportation is located close to center, usually within two blocks

External signs: The signs are visible and prominent. I don't have to circle around the block trying to find the center. The name on the sign matches the name I found in the phone book and have seen in other advertising.

Evidence: Sign and the street address are legible and can be matched with a phone book listing.

Facility exterior. It appears that the One-Stop center respects the customers because the exterior looks clean and well maintained.

Evidence: The exterior is clean and well groomed.

¹ Per California Building Code (CA Title 24)

Services provided: I can find the majority of services I need by myself because of the easy-to-follow, professional-appearing internal signs.

Evidence: Internal signs are professionally printed and identify service areas or facility amenities, not agencies. A customer can find his/her way to where he/she needs to go without asking staff. If a customer wants assistance, staff is easy to identify. All printed materials use the common brand or logo.

ADA/FEHA-reviewed facility: I can fully participate in the provided services if I have a disability or do not speak English.

Evidence: The center provides assistive technology for my use of their computers. If I have a visual impairment, I have access to large print or Braille technology. There is at least one accessible computer workstation and there is ample room to maneuver a wheelchair at any given site within the one stop. If I have a hearing impairment, I have information readily available on how to access an interpreter. If I have a learning disability, there is audio information available on CD or Tapes. If I do not speak English, I have access to information, in my language, on how to receive translation services².

Computer availability: There are computers available for general use. If I have to wait for a computer, a staff person can tell me when one is expected to become available.

Evidence: Computer use guidelines are clearly explained and in situations where time limits must be used, staff is polite and prompt to ensure that the computer usage guidelines are enforced to allow all customers equal time.

Restroom facilities: There are public access restrooms facilities available.

Evidence: The restroom areas and adjacent areas are clean and sanitary.

Menu of services available: I know what services I can receive at the center. A “menu” clearly describes what the center offers in terms of the services, not the agency names.

Evidence: A clearly posted menu board or handout identifies all available services not agencies.

² The One-Stop facility is accessible following the guidelines set forth in the Americans with Disabilities Act Accessibility Guidelines (federal code) and the California Building Code (CA Title 24)/

Traffic flow: I may have to see more than one person while I am at the center to meet all my needs. If that is the case, there doesn't seem to be any question about when, where or what I'm supposed to do. Customers aren't wandering around trying to figure out what to do next, and there aren't "clumps" of customers gathered at certain spots in the center.

Evidence: Any customer who leaves a staff person's desk can tell you what he/she is supposed to do next and how to get to that point. The floor plan is arranged so that there are minimum barriers getting from place to place and clients can actually see the next point of progression.

Basic Resource Area Criteria

Resource Area Features

Resource area: It is the focal point of the center and draws customers in. I want to find a job and need access to job information, a place to find out how to write a resume, and what types of employment and training services I can receive locally. I came to the One-Stop Center because I was told I could find these services free of charge. I have been given a "card" or other self-identification document showing I am registered with the One-Stop Center and can use the public access services.

Evidence: The One-Stop Center is open to the public. Customers are provided with the full range of core services and information. The local One-Stop System registers all customers and each customer is advised to bring their individually assigned "card" or self-identification document to use the services at the Center. The Local One-Stop system is providing the EDD/WID with the Universal Access data management results required under the recently implemented Common Performance Measures reporting requirements.

Self-help materials: I find things by myself in the resource area without having to get the attention of a staff person to access the materials. There is information about all the available resources.

Evidence: Services and resources in the area are clearly identified in a "menu" that is posted or handed out. The menu or handout clearly identifies which services and resources a customer can access by him/herself and how to do it.

Resource Staff: Staff is stationed in the resource area and readily available to customers. When I have a question about the types of resources available for me to use while in the Center, Staff are knowledgeable on all resource area materials and are attentive to individual customers and their needs.

Evidence: There is an adequate number of full- time staff assigned to the resource area at all times, consistent with the size of the center. Any staff person in the resource area can fully explain all the services and resources available.

Information: Information is available in a variety of media, depending on the needs of the One-Stop Center users Regardless of my learning style; there is information in the resource area that helps me. I may or may not be comfortable using a computer to obtain information.

Evidence: The resource area includes the appropriate resources for customers to use to obtain information about available jobs, job search skills and other supportive services available through the local One-Stop Career Center. When appropriate and cost feasible, TV monitor and VCR/DVD equipment; headphones; videos; books, magazines, brochures; audiotapes; computers, and internet connectivity are provided at no charge to the One-Stop Center customers.

Signs: The area has appropriate signs to guide customers to resources in the area. The resource area may have a lot going on, but I can quickly see where all the various services are located, thanks to sign that points me toward computers, telephone books and maps of the area, newspapers, brochures, career information, and so forth.

Evidence: Resource area users can move freely in the area and can self-identify the various types of resources available. The design and ease of use is one of the customer satisfaction survey questions. Resource area staff share customer comments and survey results about self-access services to improve self-direction capabilities within the One-Stop Center public access areas.

Equipment: The area includes capacity for customers to photocopy, print, telephone, fax, and access the internet. I may need to make copies of my resume, print out information from the internet, make a long distance phone call to set up an interview, fax my resume, or search through several different job search websites. I can do any of these things at the center, at no personal expense to me.

Evidence: One-Stop Center users understand how to easily send a fax, make a copy, print a document, or make a phone call using the communication tools provided at the Center.

Customer Materials: There are materials appropriate for all One-Stop customers, including youth, to use in career exploration, postsecondary education, and financial aid assistance. I am a high school student interested in both summer work and in planning my future education and career. I can find understandable information at the center that is useful to me.

Evidence: The One-Stop Center is designed to encompass the job search needs of the full customer base, including youth. The local Youth Council is involved in the design and provision of services to youth within the One-Stop Center.

Labor market information: Information is easily accessible. I want to know what the top occupations in this region are, both in terms of employment opportunity and wages, at all levels of education and training preparation. I can find this information in the resource area. Furthermore, I can readily find what skills are required for those jobs, where I can get those skills, and what employers are most likely to want them.

Evidence: The resource area staff person can answer my questions by directing me to the area within the One-Stop Center where I can find specific job and occupation information. This may include information on what the region's top ten jobs are for a person with a high school diploma, a person with a 2-year or 4-year college degree, and a high school dropout. Information should be visibly "marketed" as available, or actually available as a handout. The Local Area Labor Market Consultant is involved in the design and display of the reference materials.

Customer tools: There are tools for customers to improve their basic job skills and develop resumes. The center will provide classroom training for skills assessment and resume development. I can translate my skills into a *good* resume that doesn't look like it came off a "canned, fill-in-the-blank" form.

Evidence: Group training is available for skills assessment and resume development. The type of resume development provided meets the needs of the local business community and provides more than a simple job summary display.

Basic Job Seeker Service Criteria

Service: Job seekers can rely on the center as an asset in finding employment. The center is a place where I can look for a job efficiently and effectively. Staff and tools offered could help me learn how to become more successful in my job search. During my search, I can find both good materials and reliable advice from staff.

Evidence: The design of One-Stop Center services is based on feedback from job seeker and employer customer satisfaction surveys and partner agencies feedback.

Integrated Services: The center manages job seeker services as an integrated function. The customer flow is described in a manner that presents the center to customers as a single business entity, not as a hand-off from agency-to-agency. If I need to speak to more than one staff person, subsequent staff already has my basic information so that I do not need to repeat my name and address. I feel I have registered with the *center*, not with a program. I have one employment plan, not multiples and if I change my address, I only have to tell one staff person. I am not asked to complete multiple customer satisfaction surveys because I'm not sure of what services I have received from which agency.

Evidence: The customer does not see programs; rather they see staff from the One-Stop Center. When a customer needs to be referred to another agency, the customer is advised they are being referred to the staff function the staff provides vs. the agency name. An internal organizational chart shows staff by service function, not by agency; there are managers or team leaders, rather than agencies. Customers do not have to repeat any basic identifying information.

Peak periods: Peak periods at the center are well managed. I can readily understand the service standards. The standards are explained that address wait times

Evidence: Staff will assist customers in the most timely and efficient manner possible. Staff members are cross-trained on partner programs so that wait times will be minimized and customer questions answered timely. The One-Stop Center management team has plans in place to address peak system usage and overload contingency plans.

Basic Business Criteria

Business Satisfaction

Meeting Business Needs: Businesses can rely on the California Workforce Development System to meet their needs.

- The system's focus on meeting business needs requires a business feedback mechanism to ensure they are addressing the needs of their business community.
- The system entails a method of measuring the effectiveness of business services to ensure that the needs of business are met by the One-Stop system (e.g., recidivism).

Evidence: Local Boards use a method/tool to assess if the needs of business are being met.³ Results from the assessment tool are used to continuously improve services to business.

Managing Business Services

System Design: The California Workforce Development System business services staff is focused on and knowledgeable about industries and the businesses important to the local economy that can lead to a healthier community.

- The system aims to meet and anticipate local/regional workforce supply needs.
- The Local Board engages in local strategic planning regarding local/regional industries to include awareness of trends, where jobs are being created or lost, and what markets are being impacted.
- Staff is knowledgeable about the skill needs of local businesses and work to ensure the availability of workers with the required skills.

Evidence: There is a local strategic plan for business services that includes analysis of the local/regional business community. Service delivery strategies and training plans reflect the needs of business.

Seamless Delivery System: Workforce services appear seamless to the employer, with one contact being capable of accessing services. The workforce development system is a seamless collaboration of public and private partners.

Evidence: Workforce intermediaries are actively engaged in discussions relative to a shared vision and delivery of services. Business services in the community are provided in a partnership or team approach with partners or team members coming together with a single voice and mission.

³ Local Boards should establish indicators to determine how well business services are being provided. Refer to Attachment 1 for examples of business indicators.

Delivering Quality Business Services

Clearly Defined Products/Activities: Services are customized around business' requirements and delivered in a timely manner.

- A "can do" attitude is prevalent among business services staff (i.e., the staff find ways to address a business' needs either by developing new services or finding another partner or provider in the community who can address the needs).

*Evidence: Business solutions are documented. Business services are based on the analysis of the local business environment. **Job Seekers skills, knowledge, and abilities are assessed based on business' requirements.***

Currently, the WIA does not provide for any type of business service success indicator. The State Board Special Committee on Business and Industry recommends that each Local Board establish at least one indicator for each Business Service Criteria. An explanation of potential indicators is provided in Attachment 1.

Management and Oversight Criteria

One-Stop Leadership

Shared Strategic Planning: The Local Boards and/or One-Stop Operators pursue the inclusion of partners in their strategic planning based on the partners' ability to assist in addressing the needs of the businesses and job seekers that the local One-Stop system serves. Staff takes the time to identify, learn about, and develop personal relationships with other workforce related programs. Staff not only develops partnerships between the One-Stop and other professionals, but also fosters partnerships among the One-Stop partners themselves.

Evidence: The program design clearly demonstrates a team approach and/or formal agreement among One-Stop and partner staff for strategic planning purposes, such as, expanding the capacity to train clients or targeting customers (e.g., employers and youth).

Partnerships: Creates and fosters new partnerships and cultivates existing partnerships to address the needs of its customers. Partner agreements spell out roles of the One-Stop operator and partner systems to address the needs of businesses and/or the job seekers, which are clearly understood by One-Stop and partner line staff.

Evidence: Formal partnership agreements are developed; according to the Local Board's vision and planning that address the mechanisms/processes for referrals, data sharing, and cost sharing to meet customer needs.

Cost Efficiency: One-Stop management and staff are partners in realizing cost savings and developing program strategies to ensure the One-Stops are achieving the Local Board's vision and goals. The One-Stop operator models administrative efficiency to maximize the One-Stop system's capacity to serve its customers of employers and job seekers.

Evidence: One-Stop management has undertaken the challenge of lower the cost per client or has achieved saving through other efficiencies and directed those saving to serving their clients. Cost benchmarks are used regionally (among neighboring Local Boards) to compare services, performance, and One-Stop costs.

Business Services Indicators

Business services indicators are necessary to ensure that the workforce development system's business services goals are implemented and are responsive to the needs of business and industry. Statewide Business Services Indicators are not being established but each Local Board should establish at least one indicator for each Business Service criteria. Local Boards should utilize indicators to provide a sense of how well they are meeting their criteria. The table below provides examples of indicators for Local Boards to consider that should provide feedback on each of the established Business Services criteria.

Outcome Measure	Examples of Methods
Business Satisfaction	
Meeting Business Needs	Quantify and track satisfaction, to assess if businesses are receiving the services that they need, by examining the volume of repeat usage, new customers, focus group responses, customers receiving more than one service, and results from services (i.e., was the customers need addressed) and timeliness – how long from order to placement..
Managing Business Services	
Program Design	<p>Create eligibility for employers to receive tiers of service, target “high-wage” jobs or employers that are local economic catalysts, such as, rural areas that rely on small businesses may target/focus on the needs of small businesses. Then track their satisfaction to ensure continuous improvement.</p> <p>Additionally, satisfaction may be differentiated to establish patterns such as size of businesses or among industries to determine the local systems niche locally or regionally.</p> <p>A strategic plan for business services that includes an analysis of the local business community including high-growth, high-wage industry sectors.</p>

Seamless System	<p>Track the local chambers of commerce use of services based upon a set goal (e.g., each local chamber would contract for two services).</p> <p>Additionally, quantifiable growth of services that have developed or brokered for the system through new funding sources and/or new partnerships.</p>
Delivery of Quality Business Services	
Clearly Defined Products/Activities	<p>Clear priorities and objectives are developed for the business service team based upon customer feedback. Measure employer's satisfaction in terms of process as well as outcomes (e.g., ease of use of web-based services, staff follow through, and a "how can we serve you better" approach).</p> <p>Employers' investment into program of time, goods, services, and cash. The number of employer visits to One-Stop (job seeker sites) and/or presentations by businesses can be an indicator that the program activities are clear and understood by the community.</p> <p>Customer satisfaction to evaluate the services and activities provided. This could be from surveys or focus groups.</p>